

Regenerate Christchurch

Statement of Intent
2017-2021



REGENERATE
CHRISTCHURCH
TE KŌWATAWATA





**Kia whakahaumanutia te whenua,
ngā tāngata me te tāone**

Let the land, the people and the city
be rejuvenated



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Purpose of Statement of Intent

This is the second Statement of Intent for Regenerate Christchurch. It builds upon the Statement of Intent 2016-2020 interim work programme and associated performance measures.

As required by the Greater Christchurch Regeneration Act 2016, this Statement of Intent publicly states the activities and intentions of Regenerate Christchurch for the next four years, and the objectives that those activities will contribute to.

Regenerate Christchurch has engaged with the Christchurch City Council and the Minister supporting Greater Christchurch Regeneration, on the development of this Statement of Intent and incorporated long-term work programme.

Statement of Responsibility

The Board of Regenerate Christchurch is responsible for the statements contained in Regenerate Christchurch's Statement of Intent and for the appropriateness of the assumptions as well as the relevant disclosures made in them.

The Board is responsible for also establishing and maintaining a system of internal control, designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.

Signed on behalf of the Board

André J Lovatt
Chair

Date 22/6/17

Richard Holden
Board Member

Date 22/6/17



About Regenerate Christchurch

Regenerate Christchurch was established in April 2016 to lead, support and coordinate regeneration activities across Christchurch.

Regenerate Christchurch is governed by legislation through the Greater Christchurch Regeneration Act 2016 (Act). It is overseen by a board comprising of seven members, three appointed by the Christchurch City Council (Council) and four appointed by the Minister supporting Greater Christchurch Regeneration (Minister), one of which is a person nominated by Te Rūnanga o Ngāi Tahu.

Regenerate Christchurch's purpose is to support a vibrant, thriving Christchurch that has economic, social and lifestyle opportunities for residents, businesses and visitors, investors and developers.

Regenerate Christchurch is focused on ensuring that Christchurch realises the benefit of the unique and expedited planning processes in the Act. It will propose and develop Regeneration Plans and request the use of Ministerial powers to change planning instruments for the future use of the Christchurch Residential Red Zone and other regeneration areas across the city. It will also provide advice on regeneration activities to entities delivering regeneration functions, and to the Minister and the Council.

In order for Regenerate Christchurch to achieve its purpose it will work closely with others. Regenerate Christchurch does not have delivery functions and relies on others to respond to the guidance, planning instruments, visions and strategies that it develops. The Act establishes the framework for a collaborative approach to regeneration by requiring the involvement of strategic partners, key delivery organisations and community in the regeneration planning process.

The identification of clear regeneration priorities will ensure that the efforts of Regenerate Christchurch and its regeneration partners are concentrated on the areas of greatest opportunity to advance regeneration. Regenerate Christchurch will bring focus, integration and strong coordination to these activities.

As it enters its second year, Regenerate Christchurch will build upon the momentum of positive change and increased community confidence. It will continue to remove obstacles and influence others to achieve regeneration. Fundamental to this, is testing conventional thinking and promoting different ways of working.

Regenerate Christchurch is committed to working closely with the community, business organisations and its regeneration partners towards the achievement of a city that residents,



business owners and investors in Christchurch desire. This is a hugely challenging task, which will require consideration of competing opportunities and the balancing of aspirations with affordability, to achieve successful and sustainable regeneration outcomes.

Vision

Regenerate Christchurch is at the heart of leading our city from recovery to regeneration. We want Christchurch to be a vibrant city that has opportunities for people to grow, connect and thrive. Our contribution will be through Regeneration Plans and leadership that will transform Christchurch.

Role

Regenerate Christchurch leads and contributes to regeneration outcomes for the future of Christchurch. These outcomes will transform the environment, give confidence that progress is being made and attract capital, in its broadest sense, for the long term success of our city.

Regeneration encompasses reshaping the city to support the community's social, economic, cultural, and environmental wellbeing and resilience, resulting in a vibrant city where current and future generations can grow, connect and thrive.

Functions

The functions of Regenerate Christchurch are set out in section 123 of the Act. They are to:

- Develop visions, strategies, and Regeneration Plans to assist in achieving regeneration
- Make recommendations and provide advice to the Minister on the development, revocation and amendment of planning instruments and changes
- Facilitate increased investment
- Provide advice to Ōtākaro Limited, Development Christchurch Limited, and others on the regeneration outcomes being sought
- Comment on regeneration outcomes and interventions, and the contribution of Ōtākaro Limited and Development Christchurch Limited
- Provide independent advice on regeneration activities to the Council and to the Minister.

Approach

Regenerate Christchurch recognises that the support of the broader community is critical to its success. Regenerate Christchurch will engage individuals, community groups and businesses meaningfully throughout the regeneration planning processes, and be open to feedback.



To ensure delivery of the plans, visions and strategies Regenerate Christchurch will develop over its lifetime, Regenerate Christchurch is committed to collaborating and engaging with others to ensure achievement of the regeneration outcomes sought.

To support the achievement of its vision, Regenerate Christchurch will:

- Be result driven
- Lead the timely, focused and effective delivery of regeneration outcomes by:
 - demonstrating active leadership by working with regeneration partners and others to develop, deliver and build understanding and broad support for regeneration activities
 - using statutory tools (Regeneration Plans and other planning powers) to facilitate, support and expedite regeneration outcomes, and
 - providing information and advice on developing, advocating for and implementing strategies to support regeneration.
- Prioritise regeneration activities to ensure effort and resources are focused on those initiatives that will achieve the best regeneration outcomes for the whole city
- Take a long term perspective to ensure it makes a positive and lasting contribution for the future of the city
- Build strong, collaborative and constructive relationships
- Partner with the mana whenua of Ngāi Tahu hapu, Ngāi Tūāhuriri
- Ensure advice and decisions take account of different perspectives and priorities.



Regenerate Christchurch's Objectives

Regenerate Christchurch's objectives are set out in section 122(2) of the Act. They are:

- To lead regeneration in the area of Christchurch district that falls within greater Christchurch
- To engage and advocate effectively with communities, stakeholders, and decision makers to achieve its purpose
- To collaboratively work with others in achieving regeneration.

Regenerate Christchurch will achieve the above objectives by:

- **Unlocking opportunities for regeneration**
Ensuring that Christchurch realises the benefit of the unique and expedited planning processes in the Act.
- **Creating an attractive and sustainable urban environment**
Developing visions, strategies and Regeneration Plans that will transform Christchurch.
- **Enhancing the capacity, capability and resilience of the community**
Collaborating with the community and others to drive regeneration activities and outcomes that will make a significant contribution to the future of Christchurch.

Regenerate Christchurch's focus is on where it can contribute most and drive the greatest return to the economic, social, cultural and environmental wellbeing and resilience of Christchurch.



Long-Term Work Programme

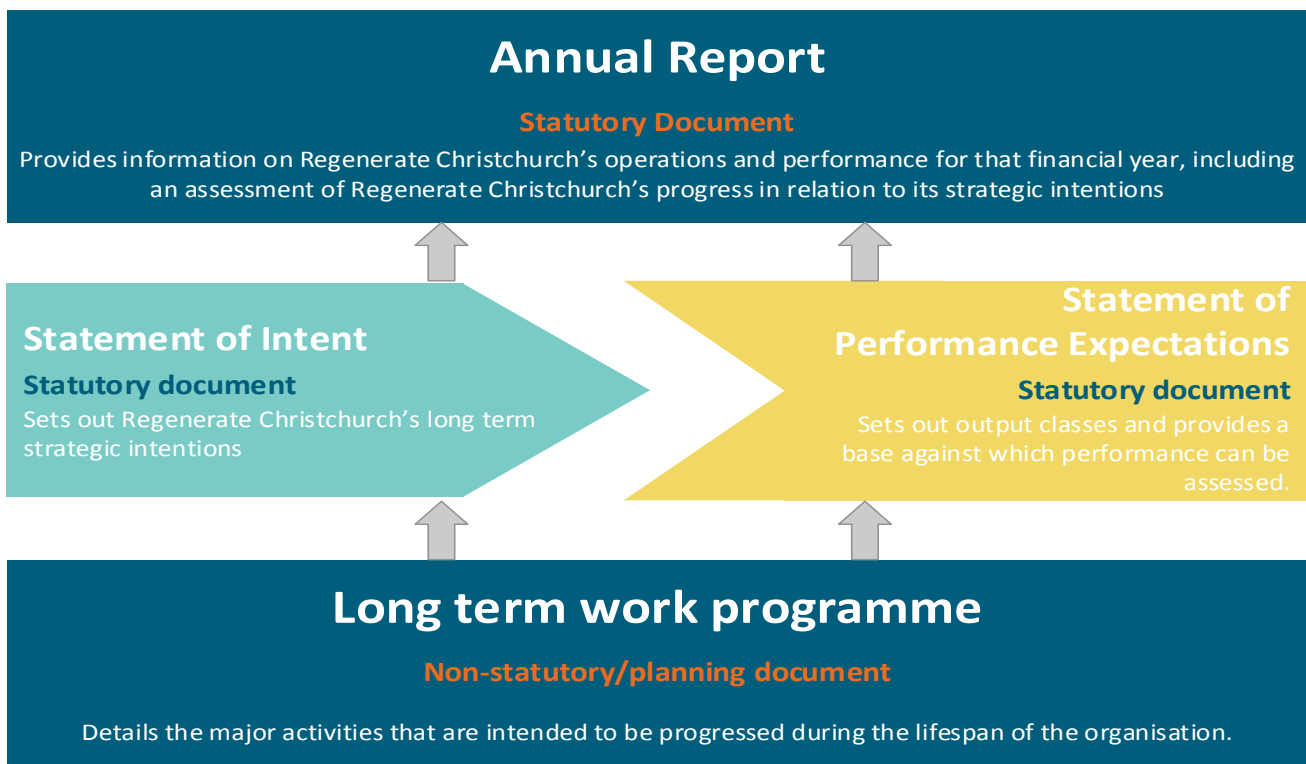
Regenerate Christchurch’s long-term work programme details the major activities that are intended to be progressed during the lifespan of the organisation. Specifically it details:

- Key deliverables
- Performance measures
- Target timeframes.

The Statement of Performance Expectation sets out the output classes that Regenerate Christchurch will deliver each financial year and provides a base against which performance can be assessed.

Regenerate Christchurch must within three months after the end of each financial year provide an Annual Report to the Council and the Minister. The Annual Report will provide information on Regenerate Christchurch’s operations and performance, including an assessment of Regenerate Christchurch’s progress in relation to its strategic intentions.

The long-term work programme underpins the corporate reporting documents that Regenerate Christchurch is required to produce and publish; a Statement of Intent, Statement of Performance Expectations and Annual Report as demonstrated in the below diagram.





Regenerate Christchurch’s long-term work programme comprises of two main programmes of work:

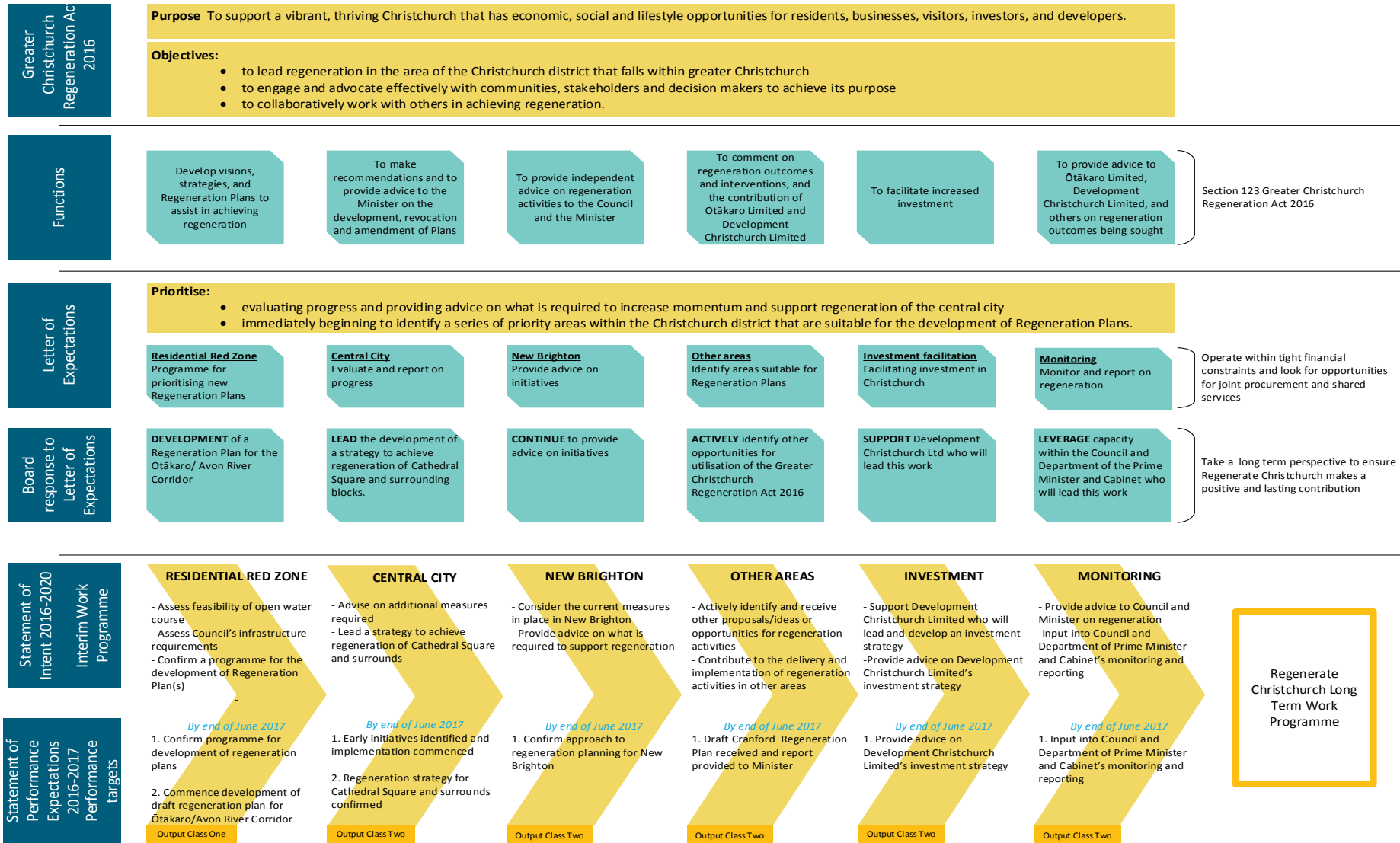
1. Christchurch Residential Red Zone	Ōtākaro Avon River Corridor
	Southshore and South New Brighton
	Brooklands
	Port Hills
2. Strategy and Regeneration Planning	Central City
	New Brighton
	Other Regeneration Opportunities

Regenerate Christchurch’s work programme will be informed by its relationships with key stakeholders, regeneration partners, the community and business organisations.

Regenerate Christchurch continues in existence until it is disestablished on the close of 30 June 2021. Planning for the transition of Regenerate Christchurch’s role in the regeneration of Christchurch will commence by February 2020 at the latest.

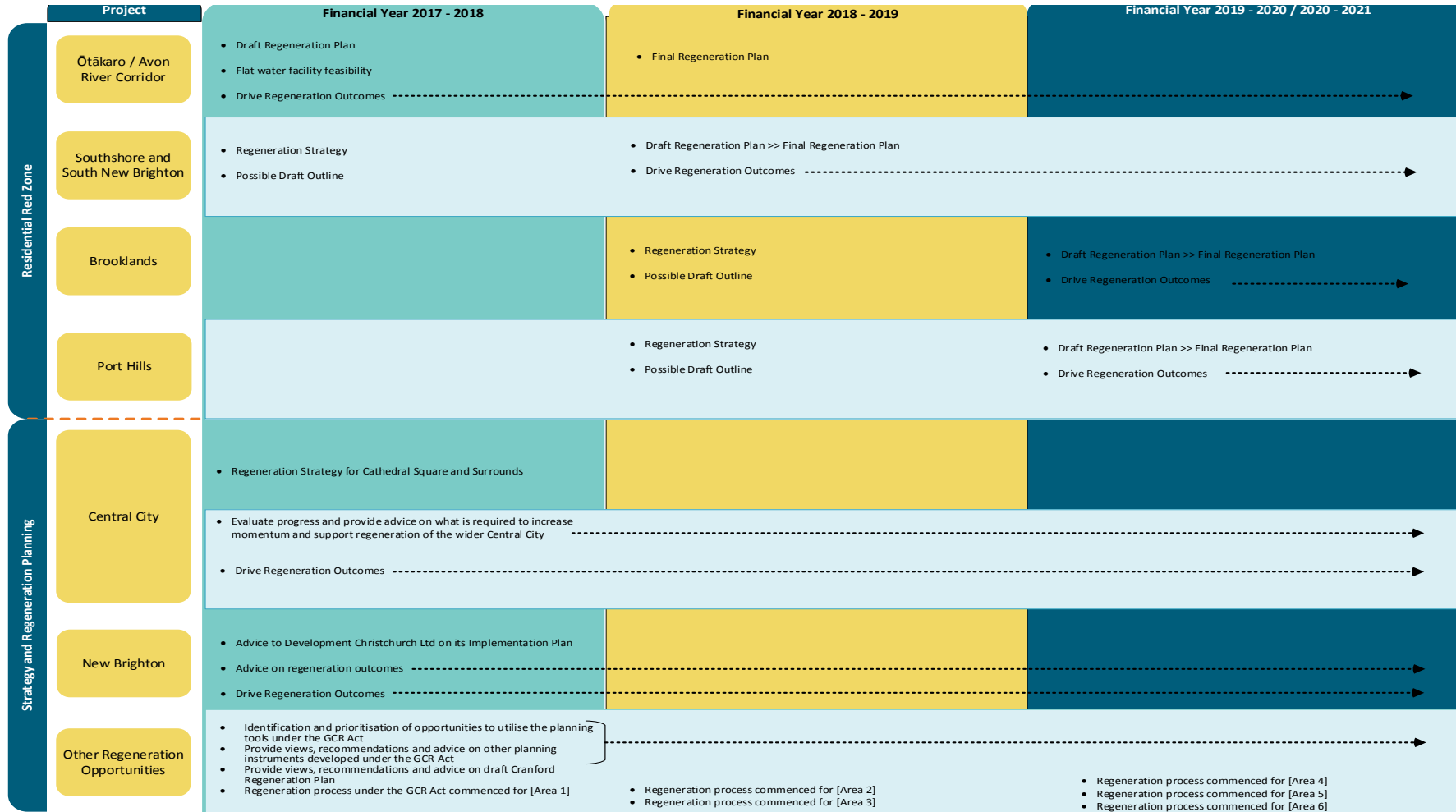
Work Programme Framework

This framework outlines the evolution of Regenerate Christchurch’s long-term work programme and the expectations that have been set by the Council and the Minister.



Summary of Long-Term Work Programme

Regenerate Christchurch intends to progress the following work over the next four financial years. The specific detail of the work Regenerate Christchurch will be undertaking is contained in the following pages.



Assumptions / Caveats

- This A3 assumes that if a Regeneration Plan is put forward, all approvals will be provided (Minister and Ōtākaro Limited).
- For some areas it has not yet been decided that a Regeneration Plan is the best approach (e.g. Southshore and South New Brighton, Brooklands and the Port Hills).
- This A3 does not outline the specific opportunities for public and stakeholder engagement.
- Other regeneration opportunities are still being identified but may include areas such as Shirley, Bishopdale, Sydenham, Woolston and Linwood
- For other regeneration opportunities, Regenerate Christchurch will in some cases take a supporting role rather than being the proponent
- Regenerate Christchurch will support the Council and Department of Prime Minister and Cabinet in their broader monitoring and reporting obligations.



Long Term Work Programme 2017-2021

Ōtākaro Avon River Corridor

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Lead Regeneration	Engage and advocate	Work Collaboratively
Ōtākaro Avon River Corridor	Engagement and Planning	Establish Vision and Objectives	To establish a compelling vision for the future use of the Ōtākaro Avon River Corridor	Vision and Objectives		✓			✓	✓	✓
Ōtākaro Avon River Corridor	Design	Identify potential uses	To support the development of spatial plans or scenarios for use of the corridor	Spatial plans/scenarios		✓			✓	✓	✓
Ōtākaro Avon River Corridor	Business Case	Prepare Programme Business Case	To support the development of the Regeneration Plan for the Corridor and assess the feasibility of potential uses including flat water facilities (including those suitable for international events), development opportunities, visitor attractions and environmental enhancement opportunities	Final Programme Business Case	✓	✓			✓		✓
Ōtākaro Avon River Corridor	Planning	Prepare Draft Regeneration Plan	To prepare a Draft Regeneration Plan for the future use of the Ōtākaro Avon River Corridor in accordance with the approved Outline and the GCR Act 2016	Draft Regeneration Plan	✓		✓		✓	✓	✓
Ōtākaro Avon River Corridor	Planning	Approval of Regeneration Plan	To seek approval for the Draft Regeneration Plan in accordance with the GCR Act 2016	Final Regeneration Plan			✓		✓	✓	✓
Ōtākaro Avon River Corridor	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes			✓	✓	✓	✓	✓



Long Term Work Programme 2017-2021

Southshore and South New Brighton

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
Southshore and South New Brighton	Engagement and Planning	Lead a comprehensive engagement process and develop a Regeneration Strategy	To bring together those with an interest in the area to define the issues and opportunities	Regeneration Strategy		✓			✓	✓	✓
Southshore and South New Brighton	Planning	Prepare Draft Outline	If determined as necessary through development of the Regeneration Strategy, to set out the process, scope and purpose of the Regeneration Plan as required by the GCR Act 2016	Draft Outline		✓			✓	✓	✓
Southshore and South New Brighton	Planning	Prepare Draft Regeneration Plan	To prepare a Draft Regeneration Plan for Southshore and South New Brighton in accordance with the approved Outline and the GCR Act 2016	Draft Regeneration Plan	✓		✓		✓	✓	✓
Southshore and South New Brighton	Planning	Approval of Regeneration Plan	To seek approval for the Draft Regeneration Plan in accordance with the GCR Act 2016	Final Regeneration Plan			✓		✓	✓	✓
Southshore and South New Brighton	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes			✓	✓	✓	✓	✓



Long Term Work Programme 2017-2021

Brooklands

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
Brooklands	Engagement and Planning	Lead a comprehensive engagement process and develop a Regeneration Strategy	To bring together those with an interest in the area to define the issues and opportunities	Regeneration Strategy			✓		✓	✓	✓
Brooklands	Planning	Prepare Draft Outline	If determined as necessary through development of the Regeneration Strategy, to set out the process, scope and purpose of the Regeneration Plan as required by the GCR Act 2016	Draft Outline			✓		✓	✓	✓
Brooklands	Planning	Prepare Draft Regeneration Plan	To prepare a Draft Regeneration Plan for Brooklands in accordance with the approved Outline and the GCR Act 2016	Draft Regeneration Plan	✓			✓	✓	✓	✓
Brooklands	Planning	Approval of Regeneration Plan	To seek approval for the Draft Regeneration Plan in accordance with the GCR Act 2016	Final Regeneration Plan				✓	✓	✓	✓
Brooklands	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes				✓	✓	✓	✓



Long Term Work Programme 2017-2021

Port Hills

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
Port Hills	Engagement and Planning	Lead a comprehensive engagement process and develop a Regeneration Strategy	To bring together those with an interest in the area to define the issues and opportunities, which will be a particular focus for the organisation in 2018-2019	Regeneration Strategy			✓		✓	✓	✓
Port Hills	Planning	Prepare Draft Outline	If determined as necessary through development of the Regeneration Strategy, to set out the process, scope and purpose of the Regeneration Plan as required by the GCR Act 2016	Draft Outline			✓		✓	✓	✓
Port Hills	Planning	Prepare Draft Regeneration Plan	To prepare a Draft Regeneration Plan for Port Hills in accordance with the approved Outline and the GCR Act 2016	Draft Regeneration Plan	✓			✓	✓	✓	✓
Port Hills	Planning	Approval of Regeneration Plan	To seek approval for the Draft Regeneration Plan in accordance with the GCR Act 2016	Final Regeneration Plan				✓	✓	✓	✓
Port Hills	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes				✓	✓	✓	✓



Long Term Work Programme 2017-2021

Central City

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
Central City	Planning	Regeneration Strategy for Cathedral Square and Surrounds	Creates a vision, strategic framework and urban design strategy for the Cathedral Square and Surrounds	Regeneration Strategy	✓	✓			✓	✓	✓
Central City	Planning	Evaluate progress and provide advice on what is required to increase momentum and support regeneration of the Central City	Ensures an appropriate planning framework for delivery against Christchurch Central Recovery Plan objectives	Report on progress of regeneration in the wider Central City	✓	✓	✓	✓	✓	✓	✓
Central City	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes in the wider Central City Regeneration Strategy are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes		✓	✓	✓	✓	✓	✓



Long Term Work Programme 2017-2021

New Brighton

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
New Brighton	Advice	Advice to Development Christchurch Limited	To provide comment on the problem, strategic approach, options and preferred solution for New Brighton regeneration	Advice to Development Christchurch Limited on its Implementation Plan	✓	✓				✓	✓
New Brighton	Advice	Advice on regeneration outcomes	To provide comment on regeneration outcomes and interventions and the contributions of Development Christchurch Limited	Report on progress of Regeneration Outcomes		✓	✓	✓		✓	✓
New Brighton	Monitor	Drive Regeneration Outcomes	To ensure that identified regeneration outcomes are achieved and the GCR Act 2016 is utilised to its greatest potential	Achievement of Regeneration Outcomes		✓	✓	✓	✓	✓	✓



Long Term Work Programme 2017-2021

Other Regeneration Opportunities

Project	Activity	Description	Why this is being undertaken	Deliverable	SOI Performance Measure	Target Timeframe - financial year			Contribution to statutory objectives		
						Short 2017-2018	Medium 2018-2019	Long 2019-2020 2020-2021	Regeneration Lead	Engage and advocate	Work Collaboratively
Other Regeneration Opportunities	Planning	Identification and prioritisation of opportunities to utilise the planning tools under GCR Act	To actively identify regeneration opportunities to ensure the GCR Act is used to its full potential	Advice on areas that have been identified and prioritisation framework	✓	✓	✓	✓	✓	✓	✓
Other Regeneration Opportunities	Planning	Provide views, recommendations and advice on planning instruments developed under the GCR Act	Regenerate Christchurch is required under the GCR Act 2016 to make recommendations and provide advice on the exercise of planning powers	Advice and Recommendations	✓	✓	✓	✓	✓	✓	✓
Cranford	Planning	Provide views, recommendations and advice on the draft Cranford Regeneration Plan	Regenerate Christchurch is required under the GCR Act 2016 to make recommendations and provide advice on the development of Regeneration Plans submitted by Christchurch City Council	Advice and Recommendations		✓			✓	✓	✓
Area 1	Planning ¹	Commence Regeneration Process for Area 1	To support the regeneration of Area 1	Draft Regeneration Plan for Area 1		✓			✓	✓	✓
Area 2	Planning	Commence Regeneration Process for Area 2	To support the regeneration of Area 2	Draft Regeneration Plan for Area 2			✓		✓	✓	✓
Area 3	Planning	Commence Regeneration Process for Area 3	To support the regeneration of Area 3	Draft Regeneration Plan for Area 3			✓		✓	✓	✓
Area 4	Planning	Commence Regeneration Process for Area 4	To support the regeneration of Area 4	Draft Regeneration Plan for Area 4				✓	✓	✓	✓
Area 5	Planning	Commence Regeneration Process for Area 5	To support the regeneration of Area 5	Draft Regeneration Plan for Area 5				✓	✓	✓	✓
Area 6	Planning	Commence Regeneration Process for Area 6	To support the regeneration of Area 6	Draft Regeneration Plan for Area 6				✓	✓	✓	✓

¹ Other regeneration areas are still being identified and are currently indicative only. They may be subject to change once appropriate consultation has occurred. Examples of areas that may be suitable for regeneration opportunities are Shirley, Bishopdale, Sydenham, Woolston and Linwood.



Performance Measures

Regenerate Christchurch intends to measure its performance against the targets listed in the table below. Regenerate Christchurch will work collaboratively with regeneration partners and stakeholders to achieve the identified targets. In some areas it has not yet been decided that a Regeneration Plan is the best approach (e.g. Southshore and South New Brighton, Brooklands and the Port Hills). An initial first-step for these areas will be to develop a regeneration strategy that looks at the initiatives and interventions already underway by key stakeholders and regeneration partners, and then ascertain if a Regeneration Plan is necessary. The Statement of Performance Expectations for the period from 1 July 2017 to 30 June 2018 has performance targets for output classes broken down by quarters for the 2017/18 financial year.

Progressing Regeneration	Measure	Financial year target		
		2017/18	2018/19	2019/2020 2020/2021
Ōtākaro Avon River Corridor Regeneration Area	Preparation of Programme Business Case (including assessing the feasibility of flat water facilities)	Completed on time and within budget		
	Draft Regeneration Plan submitted to Minister (that supports the regeneration of Christchurch and is developed in accordance with the approved Outline)		Finalised on time and within budget	
Southshore and South New Brighton	Regeneration strategy developed	Completed on time and within budget		
Brooklands	Draft Regeneration Plan (that supports the regeneration of Christchurch and is developed in accordance with an approved Outline) if a Regeneration Plan is determined to be the best approach			Finalised on time and within budget
Port Hills	Draft Regeneration Plan (that supports the regeneration of Christchurch and is developed in accordance with an approved Outline) if a Regeneration Plan is determined to be the best approach			Finalised on time and within budget
Central City	Regeneration Strategy for Cathedral Square and Surrounds	Completed on time and within budget		
	Evaluation of progress and provision of advice on what is required to increase momentum and support regeneration	Advice and Recommendations		



Progressing Regeneration	Measure	Financial year target		
		2017/18	2018/19	2019/2020 2020/2021
New Brighton	Evaluation of progress and provision of advice on what is required to support the regeneration of New Brighton.	Advice and Recommendations		
Other Regeneration opportunities	Identification and prioritisation of opportunities to utilise the planning tools under the Act	Advice		
	Provision of views, recommendations and advice on planning instruments developed under the Act	Advice and Recommendations		
Effective Engagement and Collaboration	Engagement tactics demonstrate reach and activation across communities of place, identity/affiliation and practice	Establish Baseline (annual survey)	Maintain or Improve	Maintain or Improve
	Greater Christchurch residents are actively engaged with Regenerate Christchurch and the regeneration process:			
	<ul style="list-style-type: none"> Level of interaction with Regenerate Christchurch digital engagement platform 	Establish Baseline (number of website hits)	Maintain or Improve	Maintain or Improve
	<ul style="list-style-type: none"> Level of engagement with Regenerate Christchurch social media presence 	Establish Baseline	Maintain or Improve	Maintain or Improve
	<ul style="list-style-type: none"> Percentage of subscribers who open the Regenerate Christchurch newsletter 	50%	Maintain or Improve	Maintain or Improve
	<ul style="list-style-type: none"> Awareness of Regenerate Christchurch increases 	Establish Baseline (annual survey)	Improve	Improve
	Regeneration partners are satisfied with the quality of engagement with Regenerate Christchurch in contributing towards regeneration activities	Satisfied or Very Satisfied (based on annual survey of regeneration partners)		
Quality of advice provided to the Minister and Council	Minister and the Council are satisfied with the overall timeliness and quality of advice on regeneration activities provided by Regenerate Christchurch including advice on the progress of regeneration and additional interventions	Satisfied or Very satisfied (based on annual survey)		
	Minister is satisfied with the advice and recommendations provided by Regenerate Christchurch on the development, revocation, and amendments of Plans (as that term is defined in the Act) and the exercise of powers under section 71	Satisfied or Very satisfied (based on annual survey)		



Functions and Operations

Governance

Regenerate Christchurch is governed by a Board. The Board must ensure that Regenerate Christchurch acts in a manner consistent with its purpose, objectives and functions as set out in the Act and this Statement of Intent.

The Board may delegate any of its functions or powers to a committee of Board members, a Board member, an employee of Regenerate Christchurch or to any other person or persons approved by the Minister and the Council. The Board remains responsible at all times for any delegated powers.

Accountability

Regenerate Christchurch's primary accountability under the Act is to the Council and the Minister. The Council and the Minister are responsible for:

- Overseeing and managing the Council's and the Crown's interests in, and relationship with, Regenerate Christchurch
- Appointing and removing Board members
- Setting Regenerate Christchurch's strategic direction and performance expectations, including producing a letter of expectations²
- Reviewing the performance of Regenerate Christchurch.

Regenerate Christchurch will adhere to a 'no surprises' approach to ensure that the Council and Minister are informed as soon as possible of any major strategic initiatives, material or significant events that may be publicly discussed or which may require a Council or Ministerial response. Information is communicated to the Council and Minister through regular meetings, workshops, regular updates and through the corporate reporting documents; the Annual Report, Statement of Intent and Statement of Performance Expectations.

Financial Management

Regenerate Christchurch is jointly funded by the Council and the Crown, receiving \$4 million per year from each. The Board of Regenerate Christchurch has established a Risk, Audit and Finance Committee to oversee the financial management of Regenerate Christchurch and to ensure that all finances are managed prudently. Regular financial reporting is provided to the Board. Regenerate Christchurch is especially conscious of its public responsibilities in the setting of remuneration for senior executives and consultancy fees, which is closely managed by the Board and made publicly available via the Annual Report.

² The initial letter of expectations from the Council and the Minister, dated 14 April 2016, may be downloaded from the Regenerate Christchurch website.



Engagement

Regenerate Christchurch will enable community input into decisions on the exercise of its statutory regeneration planning powers under the Act. Regenerate Christchurch will be well informed by its relationships with community and business organisations. Through its engagement, Regenerate Christchurch will ensure that it is well placed to understand and assess what is required to deliver balanced regeneration outcomes that are achievable and sustainable.



Organisational Health and Capability

Regenerate Christchurch is a unique organisation established to lead regeneration activities across Christchurch. Regenerate Christchurch is committed to recruiting people with the skills and qualities necessary to carry out their roles effectively, efficiently and in keeping with Regenerate Christchurch's values.

Good Employer

Regenerate Christchurch is committed to being a good employer and providing a safe working environment where all employees are treated fairly and with respect. Clause 37 of Schedule 5 of the Act states that Regenerate Christchurch must:

- Operate a personnel policy that complies with the principle of being a good employer;
- Make that policy (including the equal employment opportunities programme) available to its employees; and
- Ensure its compliance with that policy (including its equal employment opportunities programme) and report in its Annual Report on the extent of its compliance.

Regenerate Christchurch is also committed to the Human Rights Commission's seven key elements of being a good employer and this is interwoven into all aspects of Regenerate Christchurch's management. Regenerate Christchurch places a strong emphasis on fostering a diverse workplace and inclusive culture, and supports individuals in achieving their full potential.

Health and Safety

Regenerate Christchurch places the health, safety and wellbeing of its people as one of its highest priorities and is committed to ensuring zero harm to its staff, contractors, and visitors. Regenerate Christchurch takes a best practice approach to health and safety and not one that is simply compliance focused. Regenerate Christchurch will achieve this through deliberate and effective leadership, implementing a robust health and safety framework and system and allocating the resources necessary to demonstrate excellent health and safety practices. Regenerate Christchurch has in place a health and safety framework that meets all of the requirements of the Health and Safety at Work Act 2015.

Organisational Capability

Regenerate Christchurch will be an organisation that continues to evolve and adapt over its lifespan. To ensure the work programme of Regenerate Christchurch is progressed, high calibre individuals will be recruited that have a broad mix of skills, experiences and perspectives. Organisational capability will be based on ensuring that there is clear understanding by employees and managers on how performance is measured and recognised.



Credible and Effective Leadership

Regenerate Christchurch will ensure its leaders understand the significance of their role in leading and driving regeneration to reshape the future of Christchurch. The Board and executive leadership team will exemplify the value and visions of Regenerate Christchurch by being role models for all employees, by being publicly visible and by engaging and working closely with local communities, businesses and regeneration partners.

Shared Resources

Regenerate Christchurch will make full use of the capacity and skills of the Department of the Prime Minister and Cabinet, the Council and other central or local government entities to support Regenerate Christchurch's work programme. Where appropriate, Regenerate Christchurch will utilise secondments from its regeneration partners to ensure the right skills and technical abilities are being deployed.

Risk and Fraud Management

Regenerate Christchurch is committed to proactively and consistently managing risk and recognises that risk management is critical to the success of the organisation. Regenerate Christchurch has a risk policy in place that minimises the impact and likelihood of a risk event occurring and the impact on the organisation. Regenerate Christchurch will be proactive in identifying the potential of either external or internal fraud and has in place a robust fraud management policy to identify fraud.



Glossary

Central City	The area bounded by Bealey Avenue, Fitzgerald Avenue, Moorhouse Avenue, Deans Avenue, and Harper Avenue.
Christchurch City Council	The local government authority for Christchurch in Canterbury.
Christchurch Residential Red Zone	Means the area described in Schedule 3 of the Greater Christchurch Regeneration Act 2016.
Development Christchurch Limited	Established in April 2015 as a Christchurch City Council controlled organisation to catalyse new investment and development in Christchurch to improve economic and social outcomes for the city.
Greater Christchurch	The area described in clause 1 of Schedule 2 of the Greater Christchurch Regeneration Act 2016.
Greater Christchurch Regeneration Act 2016	The Act supporting the regeneration of greater Christchurch.
Ōtākaro Avon River Corridor Regeneration Plan	A Regeneration Plan to identify land uses for approximately 602 hectares of land within the Ōtākaro Avon River Corridor Residential Red Zone and in some adjacent Council and Crown-owned land.
Ōtākaro Limited	Established in February 2016 and charged with delivery of Crown-led Anchor Projects in Central Christchurch and divesting the balance of Crown land.
Performance Measures	Measures for assessing output, impact, outcome, cost effectiveness and/or organisational health and capability.
Programme Business Case	Provides a base for testing ongoing viability of programme of projects, confirms the mix of projects are optimal and provides a framework to guide implementation planning.
Regenerate Christchurch	Established in April 2016 to lead, support and coordinate regeneration activities across Christchurch.
Regeneration	Has the meaning given to that term in section 3(2) of the Act.
Regeneration Plan	Statutory planning instruments under the Greater Christchurch Regeneration Act 2016 which can set the high level direction of regeneration, and detailed matters that need to be addressed to achieve regeneration.
Regeneration Partners	Includes Strategic Partners, Ōtākaro Limited, Development Christchurch Limited, Greater Christchurch Group of the Department of the Prime Minister and Cabinet, Land Information New Zealand, Ministry of Health in partnership with Canterbury District Health Board and the Ministry of Business, Innovation and Employment.
Regeneration Strategy	A strategy to assist in achieving regeneration.
Regeneration Strategy for the Cathedral Square and Surrounds	A strategy to assist in achieving the regeneration of Cathedral Square and Surrounds.
Strategic Partners	Canterbury Regional Council, Christchurch City Council, Selwyn District Council, Te Rūnanga o Ngāi Tahu, and Waimakariri District Council.



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Contact

Regenerate Christchurch
Po Box 32
Christchurch
info@regeneratechristchurch.nz
0064 3 353 9604
www.regeneratechristchurch.nz

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